



2014

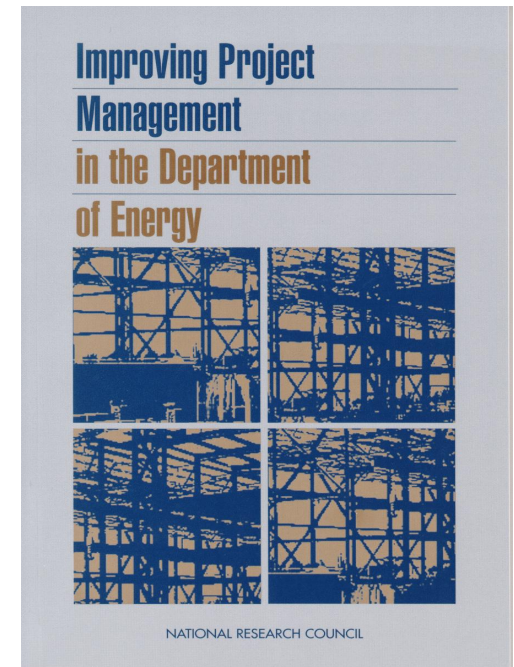
Department of Energy  
Project Management Workshop  
*"Meeting the Challenge—Integrated Acquisition & Project Management"*

# PMCDP and FAITAS—the way ahead

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- Project Management Career Development Program (PMCDP) commissioned in 2001 to address:
  - Multiple National Research Council reports indicating poor project performance at DOE partly due to a lack of project manager training
  - Similar comments within GAO high risk list designation
- PMCDP operational in 2003 with competency-based curriculum
- Certification is mandatory for all federal project directors under DOE O 413.3B



“...DOE's failure to develop project management skills in its personnel is a fundamental cause of poor project performance”

from National Research Council  
2001 Report on Project Management  
and Project Success



# DOE Project Success

- DOE O 413.3B -The goal is to deliver projects within the original performance baseline, cost and schedule, and fully capable of meeting mission performance, safeguards and security, and environmental, safety, and health requirements unless impacted by a directed change.
  - Project Success:
    - Project completed within the ORIGINAL approved scope baseline, and within 110% of the ORIGINAL approved cost baseline at project completion (CD-4), unless otherwise impacted by a directed change.
  - Portfolio Success:
    - 90% of all projects meet project success criteria based on a three-year rolling timeline.



# PMCDP Objective

- DOE O 361.1B - To establish requirements for training, certification and career development to ensure a common foundation of knowledge, tools, and capabilities necessary for a highly skilled acquisition workforce.
  - Metrics were created to track FPD success. At the end of FY2013
  - Metric 1: 95% of Projects with a Certified FPD by CD-1  
→ Actual was 97%
  - Metric 2: 90% of Projects at CD-3 w/an Appropriately Certified FPD → Actual was 89%



# Certification

- Certification is mandatory for all federal project directors (FPDs) with line management responsibility for DOE capital asset projects
- Four levels of certification
- PMCDP has alignment with Federal Acquisition Certification for Program and Project Management (FAC-P/PM)
- FPDs are certified through a chartered and structured board process



# FAC-P/PM Refresh

## Old FAC-P/PM Memorandum

- FAC-P/PM mandatory for Project Managers named on OMB submissions
- Silent on IT PM
- Competencies vaguely described

## \*FAC-P/PM Refresh Memorandum

- FAC-P/PM is required for all project managers at all levels
- FAC-P/PM core –plus w/ IT specialty introduced at intermediate level
- Behavioral outcomes identified for each level of certification (competence is more specific)
- FAITAS is the required system of record for FAC-P/PM

\*Office of Federal Procurement Policy Memorandum, 16 December 2013



# Certification Review Board

## Membership:

- Co-chairs : Paul Bosco, APM and Bob Raines, NNSA
- Members:
  - NNSA Mike Hickman and Program POC Mike Reitz
  - EM Jack Surash and Program POC Mike Keane
  - SC Stephen Meador and Program POC Kin Chao
  - Project Management Mike Peek

## Functions:

- Reviews and evaluate certification candidates education, training, and competencies
- Conducts interviews of Level III and IV candidates
- Approves and issues project management certifications
- Serves as a steering committee for the certification approving all candidates and Program changes
- Implements certification guidelines
- Provide policy interpretation



# Competencies and KSAs from CEG

- General Project Mgmt
- Leadership
- Team Building
- Scope Mgmt
- Communication Mgmt
- Quality/Safety Mgmt
- Cost Mgmt
- Time Mgmt
- Risk Mgmt
- Contract Mgmt
- Integration Mgmt
- Training/Electives
- Work and Development Activities
- Behavioral Skills
- Interview

**Competence builds as an FPD progresses.**





# Training

- 30 courses with required core and elective courses at each level – 17 core classes
- FPD experience and growth required at each level
- FPDs must complete 80 hours of continuous learning every two years



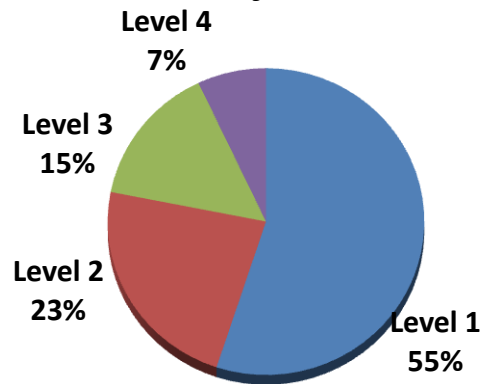
# Maturing of Program – Leadership Matters

- Project success is the ultimate goal
- Project leadership drives project success
  - Right people with the right skills leading projects
- At higher level certs, the board wants to know:
  - Past performance
  - Impact on project(s)
  - Lessons learned
  - Growth as a leader

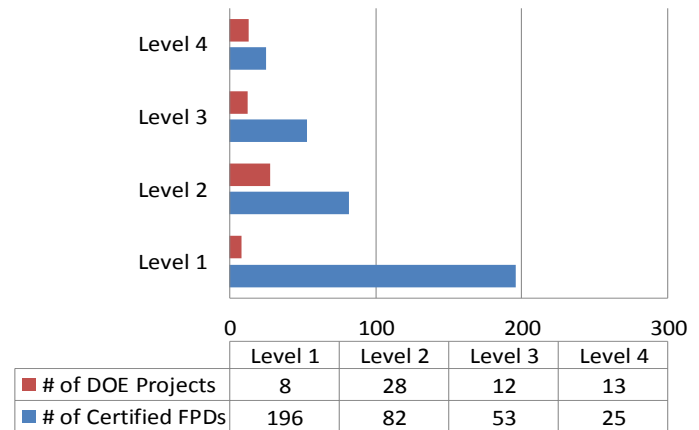


# Current Statistics

## 356 Certified FPDs and 75 Active Projects



Number of DOE Projects vs. Number of Certified FPDs

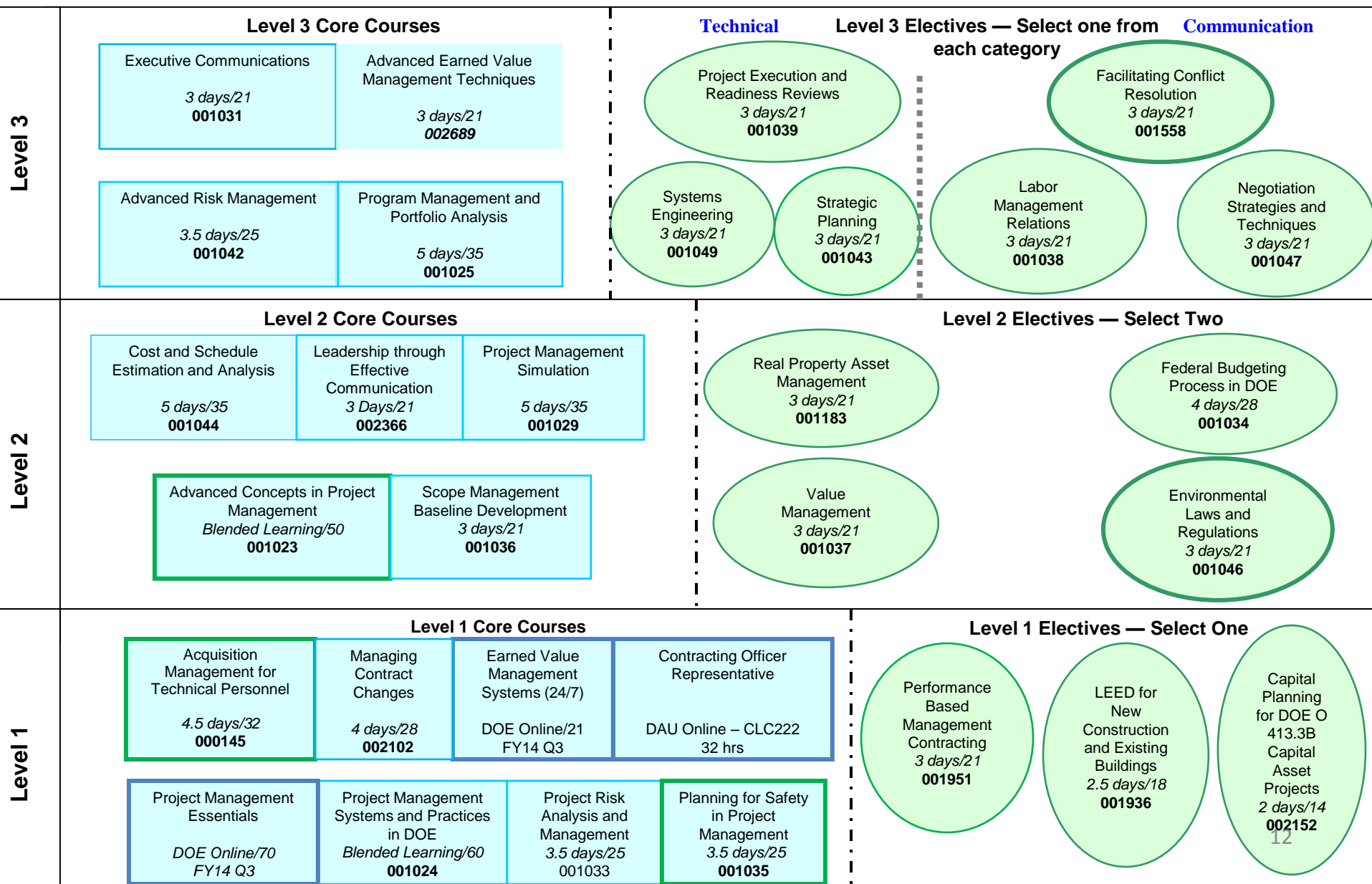


As of 12/12/2013

## FPDs by Level for the Four Largest DOE Programs

	Level 1	Level 2	Level 3	Level 4	Total
EM	92	35	21	13	161
NNSA	40	18	24	4	86
SC	15	17	7	5	44
NE	23	5	0	3	31

# PMCDP Curriculum Learning Map – effective January 2014



# Coming soon virtually

PMCDP Courses Scheduled for Alternative Delivery Methods  
Later This Year:

- Acquisition Management for Technical Personnel (Level I core)
- Advanced Concepts in Project Management (Level II core)
- Environmental Laws and Regulations (Level II elective)
- Facilitating Conflict Resolution (Level III elective)
- Planning for Safety in Project Management (Level I core)



# Where PMCPD is headed

- Continue partnerships with industry, academia and other federal agencies
- Provide a variety of course delivery methods such as online, blended and classroom
- Implement FAC P/PM Refresh
- Manage the certification using FAITAS
- Update DOE O361.B Acquisition Career Management Program



# Why FAITAS?

- Supports objectives and goals outlined in OFPP policy memorandum “Increasing Efficiencies in the Training, Development, and Management of the Acquisition Workforce”  
issued Sept 3, 2013
- Integrated government-wide career management system used by 24 agencies...148,000 registered users



# Federal Acquisition Institute Training Application System (FAITAS)

- Designed to ensure workforce is trained and developed using common standards and processes.
- Currently supports FAC-C, FAC-COR & FAC-P/PM certifications and their maintenance
- Facilitates strategic acquisition workforce decisions (recruitment/retention, hiring strategies, training).
- Implemented to closely align civilian and Defense acquisition workforce requirements.





# FAITAS Background

- Developed in 2007 as a course registration system only
- Sub-system of the Army Training Requirements and Resource System (ATRRS)
- v2.0 was developed in 2009 to integrate registration, training records, certifications, and continuous learning into a single system



# Stakeholder Benefit



# FRAMEWORK



INTEGRATED



INSIGHT






EFFICIENT






SCALABILITY




## Drivers & Infrastructure

-  Policy Implementation Consistency
  -  Flexibility
  -  Centralized Repository
- 




## Collaboration & Engagement

-  System of Record
-  Collaborative Effort
-  Change Advisory Board (CAB)

## Efficiency & Effectiveness

-  Reduces System Duplication
  -  Portable Certifications
  -  Data Driven Decisions
- 

## Transferability & Scalability

-  Leverage Data
-  Extendable to Additional Certifications
-  Scalability

# FAITAS Way Ahead

- Learn more about FAITAS implementation for FPDs at post-workshop sessions
- Register in FAITAS at this workshop

